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25 JUL 1972

MEMORANDUM FOR: Chief, Administrative Support Staff

SUBJECT : Youth Study

REFERENCE : DD/S&T#1965-72, subject, Youth Study,  
29 June 1972

1. After reviewing the summary of interviews with DD/S&T young professionals, it would be fair to state that OSP reflects some of the problems discussed, but perhaps to a far lesser degree.

2. Often because of specialties involved, hiring is done from the outside at grades which appear to block promotional opportunities. On the other hand the complexities and schedule demands of the programs often dictate outside hiring. Within reason promotional opportunities are not considered a problem at this time, simply because we have an expanding table of organization which has permitted deserved promotions. Office (and program) management, including the Career Panel, nonetheless watches promotions and promotion opportunities very carefully; and hopefully we shall avoid some of the serious problems that could occur.

3. The evaluation of supervisors is, or can be, a very subjective matter. One has to be careful about the mix of technical vs managerial abilities in supervisors. In this regard I can only point out that where shortcomings in either area come to the surface, we move quickly to remedy the problem. Over the past year or so we have removed senior officers from responsible supervisory positions just as much for questionable management ability as technical ability. Generally speaking, I feel that OSP at this point has very strong supervisors who have the support and respect of their employees.

SUBJECT TO GENERAL DECLASSIFICATION SCHEDULE  
OF E. O. 11652, AUTOMATICALLY DOWNGRADED AT  
TWO YEAR INTERVALS AND DECLASSIFIED ON

*24 July 1980*  
(Insert date or event)

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**SUBJECT: Youth Study**

4. By and large the problem of communications is satisfied through day to day supervision and briefings. Each professional is responsible for a specific technical area. He deals with the contractors involved, as well as other staff personnel, and provides briefings for his supervisor, the Program Director, the DD/OSP and/or the D/OSP and not infrequently the ADD/S&T or the DD/S&T. To keep a rather open system on non-technical matters, we schedule periodic interviews for R Careerists with members of the OSP Support Staff.

5. In order to resolve problems in the area of career development/personnel management, we are instituting a system of competitive evaluation which should make selection for promotion, training and rotation a more meaningful exercise. OSP personnel will be informed of the criteria used by the Career Panel for competitive evaluation. In addition, we have instituted a program of follow-up interviews to monitor the adjustment of personnel to OSP, to appraise job satisfaction and to apprise individuals of training available, reassignment possibilities and promotional opportunities.

6. I appreciate your passing on the results of the IC interviews. Even though the summary reflected the attitudes of a very small sample of officers within the Directorate, it helps to identify possible problem areas and keeps us alert to issues which could be overlooked.

**/s/ Harold L. Brownman**

**HAROLD L. BROWNMAN**  
**Director of Special Projects**

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